

# THE ROLE OF TD IN ORGANIZATIONAL CULTURE TRANSFORMATION



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# LEVEL SETTING



There was a time not long ago when we had to make the case for the importance of culture. Those days are gone, so we will simply stipulate - Culture is Critical.

There are lots of ways to look at culture. For purposes of this discussion, we will use the classic definition (from *Corporate Culture and Performance*, by John Kotter):

***The shared attitudes, behavioral patterns, and values that cohesive human groups pass on from one generation to the next. In the business context we look at culture as the values, philosophy, shared expectations, environment, and behaviors that define the organization.***

Transformation is seldom a revolution. Our conversation will be aimed at sustaining and evolving organizational culture.

# TD AS NUTURERS OF CULTURE

ATD Research:

*“When major change occurs, culture alignment is a priority for TD in top companies.”*







# TD HELPING LEADERS OWN THE CULTURE

“Culture is NOT a set of conditions that exist around us that we can sometimes predict and leverage; but we can’t control.”

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## TD AS COMMUNICATORS OF CULTURE

### **ATD Research:**

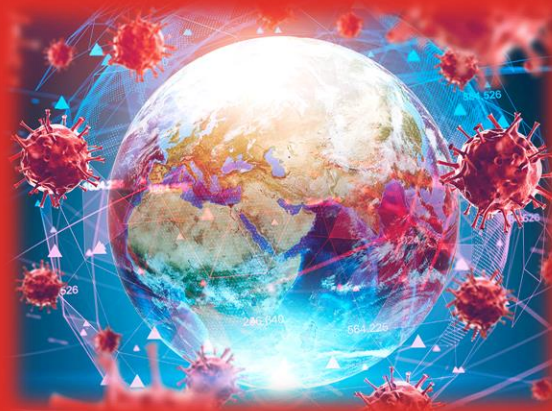
“During changes in high performing organizations, most talent development functions add communication responsibilities.”

THE PERFECT  
— TIME —  
— TIME —  
TO TAKE  
POSITIVE ACTION  
IS NOW.

WHAT DO  
WE DO?



# LESSON LEARNED







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Thank you

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# A NOTE ON CULTURE & PURPOSE

- Ideological Purpose.
- Social Culture
- Operational Culture
- When all three are aligned, so is the culture.

# WHAT WE'VE LEARNED ABOUT CULTURE

Organizations need a vibrant culture to thrive & people need to belong to thrive

We can be deliberate about culture

High-performance organizations leverage L&D to protect their cultures.

During major change, culture alignment is a priority for TD

When culture needs to shift, TD is directly involved in shaping culture.

Top companies tap TD for their change management teams.

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# WHAT WE'VE LEARNED ABOUT CULTURE

## CULTURE CREATES COMMUNITY

People want a sense of connection and belonging. They want to feel cared about and respected by others. They want to be trusted and to trust, to be part of the community. The sociological culture of a company can fill that important need.

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# WHAT WE'VE LEARNED ABOUT CULTURE

## CULTURE IS A CONSTANT

Businesses and more importantly the people in them are looking for something to hold onto, something that does not change. Ideological culture is that touchstone.

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# WHAT WE'VE LEARNED ABOUT CULTURE

## CULTURE IS PURPOSE

Purpose will become increasingly more important as generations shift in the workplace. Employees not only want to know their role, but how it contributes to the overall purpose of the organization. They want to know how their work contributes to the vision of who the company is, what it does, how it serves its clients, and even how it contributes to a better world.

The logo for 'ctdonext' is positioned in the bottom right corner. The letters 'ctdo' are in a bold, black, sans-serif font, while 'next' is in a lighter, grey, sans-serif font. The logo is overlaid on a background of flowing, translucent blue and green waves that sweep across the bottom of the slide. To the left of the waves, there are abstract, overlapping red and orange shapes that resemble stylized petals or folds of fabric.

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# WHAT WE'VE LEARNED ABOUT CULTURE

## CULTURE DRIVES BUSINESS

HBR, Forbes, Mercer and others have all reported that the revenues, earnings and stock prices of companies with a strong culture are between four and twelve times better than those without. Studies from Gallop to the Karolinska Institute to the American Psychological association all show that positive cultures drive markedly better business results. The 2019 i4cp study showed that high performing companies routinely score higher on the Healthy Culture Index.

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# WHAT WE'VE LEARNED ABOUT CULTURE

## CULTURE IS BRAND

When it's working for companies as a brand, culture works to recruit and retain the right people into the culture and the community. When companies get this right culture creates employment brand it invites the right applicants, retains the right people and serves the right clients. When the employment is competitive, like right now, this will help companies get and keep the right people in the river.

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# WHAT WE'VE LEARNED ABOUT CULTURE

TD becomes not just the trainer, but the curator, the guardian, the voice and the facilitator of culture.

In the future, TD will be called upon to lead in:

- 1) Sustaining and Reinforcing the fundamental and unchanging elements of the culture,
- 2) Integrating new groups, new processes, even new technologies, into the organization in ways that are consistent with the culture, and
- 3) Devising and executing the plan when Renovating the existing culture is required.

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# TD MUST

## CRITICAL RESPONSIBILITIES:

- Make sure there is a clear definition of the culture, explained in behavioral terms
- Offer the resources to guarantee that all employees understand and have the skills needed to support those behaviors
- Include in our analysis a view of subcultures and how they manifest
- Align with stakeholders to make obvious the connections between the micro and macro cultures
- Help the organization build on existing practices to create greater consistency
- Communicate the value of the culture (create positive stories - identify exemplars)
- DRIVE THE CULTURE ROADMAP

# TD MUST



DRIVE THE CULTURE  
ROADMAP